

# The Keystone Center

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- Non-profit organization that provides third party neutral facilitation and mediation.
- Typically Keystone focuses on complex public policy issues at the local, national, and international levels.
- Topics have included the environment, science, human health, energy, and technology.

# Overview

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- Traditional Decision-making
- Value of Public Involvement in Decision-making
- Spectrum of Potential Public Involvement Options
- The Policy Dialogue Example

# Elements of sound decision-making

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*Traditionally, government and the private sector involve their experts to ensure the following in decision-making:*

- Good Science
- Compliance with applicable regulations
- Protective of Human Health
- Protective of Environment
- Cost Effective
- Timely

# Perceived Pandora's Box of Public Involvement

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Belief that Public Involvement could:

- » forfeit the agency's flexibility;
- » give outside parties leverage to make unreasonable demands; and
- » allow politics, instead of science and sound decision-making drive decisions.

# Traditional Mode of Decision-making

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## **DAD**

- » *Decide*
- » *Announce*
- » *Defend*

### ***The Result of DAD can lead to:***

- » costly delays or halted implementation;
- » litigation; and
- » poor community relations.

*Thus, ultimately creating a hostile environment for all operations.*

# Including the Public in Decision-making Process

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Including the public appropriately up-front can lead to:

- » increased legitimacy of the decisions;
- » aid in generating creative solutions to seemingly impossible problems; and
- » support for implementation of decisions.

# Not Either/Or

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- Involving the public does not mean that science, engineering, critical thinking, and assessments takes a back seat.
- Today's complex policy issues require the marriage of the most technically sound and publicly supported decisions.

# The Keystone Process

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Four Phases for customized public involvement:

- The Assessment Phase
- The Design Phase
- The Dialogue Phase
- The Implementation Phase

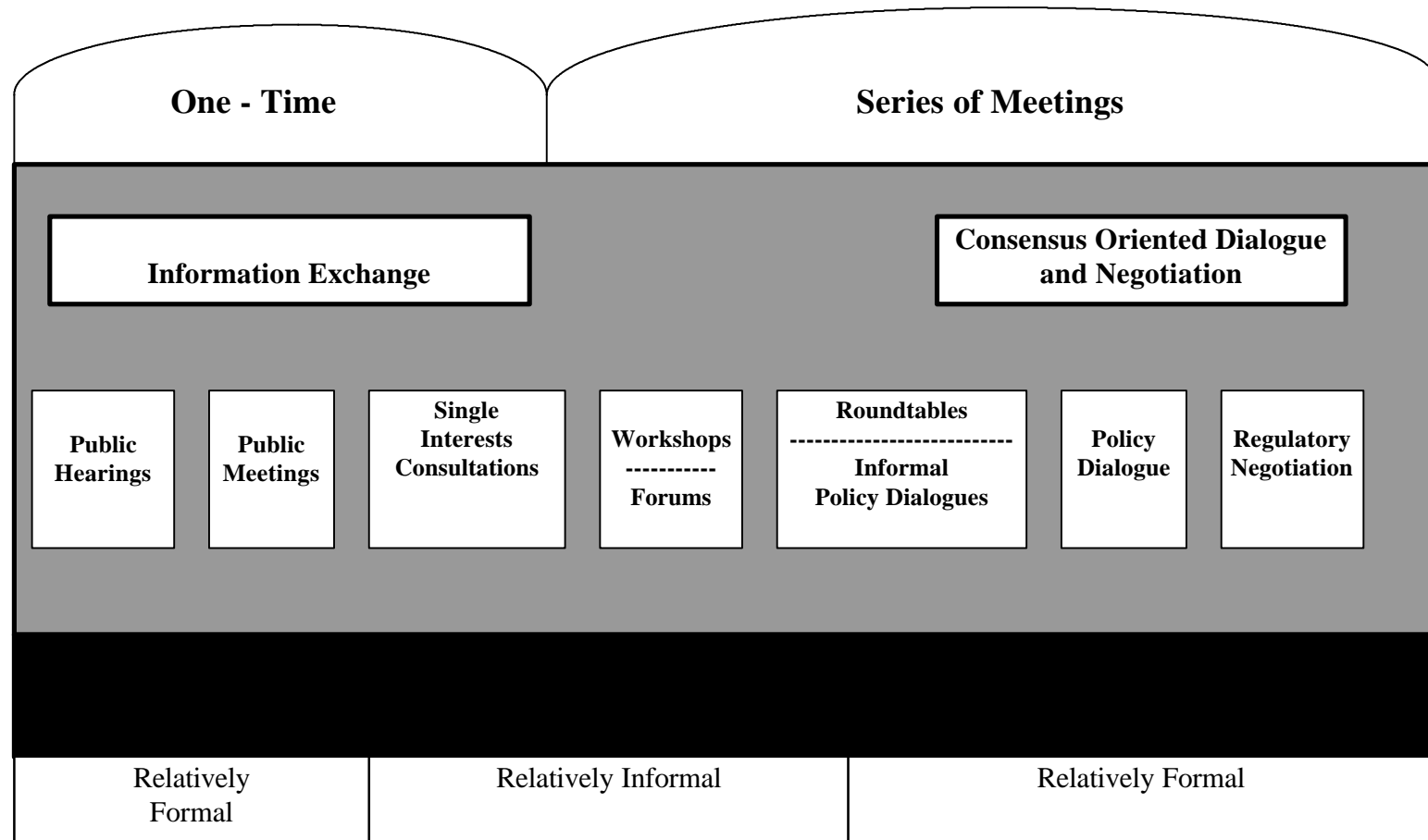


# The Assessment Phase

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- Is there an identifiable common goal among all stakeholders?
- Is the issue “ripe?”
- Who are the appropriate people to be involved (stakeholders)?
- What is their willingness to participate, do they have better alternatives?
- Need for a third party?

# Spectrum of Consultation And Consensus-Building Approaches



# Dialogue Phase

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- Identify and articulate dialogue goals;
- Development of ground rules;
- Scope of issues and time lines;
- Facilitate understanding of the full diversity of views; and
- Create mechanisms for effective information sharing and decision-making.

# ACWA Example

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- Ground Rule development
- Clarification of type of input needed and clarification of decision-making authority
- Criteria Development Phase--agreement on RFP Criteria
- Assessment Phase--assessment of technologies using the agreed upon RFP criteria
- Demonstration of Technologies with oversight
- Report to Congress using agreed upon criteria

# Implementation Phase

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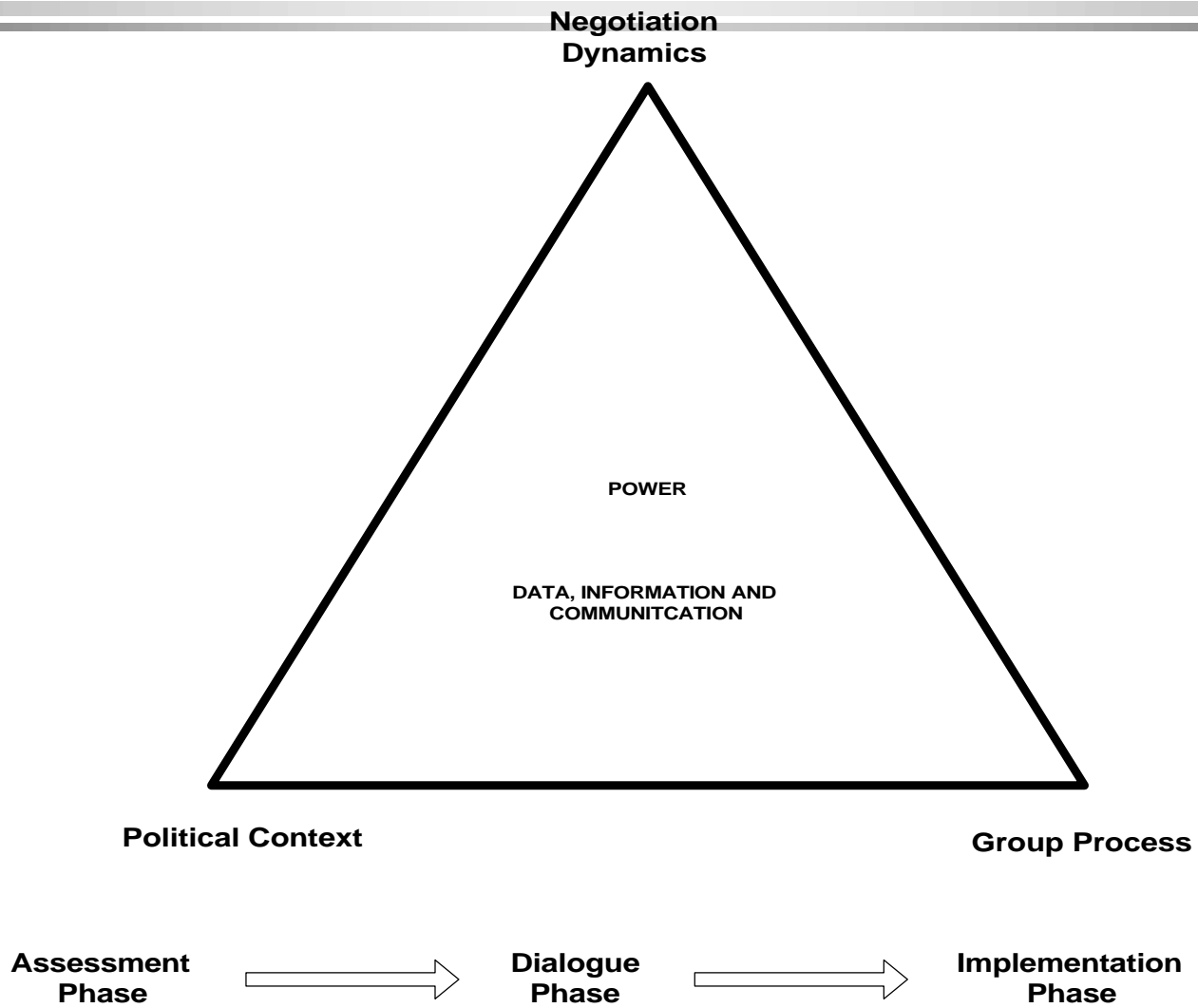
- Dialogue participants work throughout the process with their constituencies.
- Participants work independently and collectively to ensure and support implementation of the group's recommendations.
- Implementation efforts can include final reports; briefings; and additional community outreach, and others.

# The Third Party Role

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- Helps create fair and neutral process;
- Allows ALL stakeholders, including government officials to *participate* in the discussions;
- Helps participants define their best alternatives to the dialogue process;
- Drafts preliminary documents and consensus agreements; and
- Assists participants in avoiding zero-sum negotiation.

# Policy Dialogue Model



# Not a Panacea

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- DO NOT ask for input unless you truly want it. It is far worse to create false expectations than to never ask for input in the first place.
- Need to have the right process.
- Need to have clarity on decision-making authority.



# Success Stories

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- Agreed upon criteria for decision-making
- Joint briefings by DoD, Activist, Regulators for Congress and communities
- Community Activists and DoD working together to ensure implementation
- State and Federal regulators providing early input